



Request for City Council Committee Action From the Department of Public Works

Date: December 2, 2003
To: Honorable Sandra Colvin Roy, Chair Transportation & Public Works Committee
Referral to: None
Subject: 2004 Work Plan for the Public Works Department

Recommendation:

- Review Public Works Department 2004 Work Plan

Previous Directives:

- Work Plan reviewed by the Minneapolis Executive Committee on November 5, 2003

Approved by: Klara A. Fabry, Director, Department of Public Works

Presenters: Klara A. Fabry, Director of Public Works

Financial Impact (Check those that apply)

☒ No financial impact - or - Action is within current department budget.
(If checked, go directly to Background/Supporting Information)

- ☐ Action requires an appropriation increase to the Capital Budget
☐ Action requires an appropriation increase to the Operating Budget
☐ Action provides increased revenue for appropriation increase
☐ Action requires use of contingency or reserves
☐ Other financial impact (Explain):

☐ Request provided to the Budget Office when provided to the Committee Coordinator

Background/Supporting Information:

In September of 2003 the City Coordinator outlined the format and schedule for Departmental Presentation on their 2004 department Work Plans. Director Fabry presented the Public Works Department Work Plan to the Executive Committee on November 5, 2003 and the plan was referred to the Department's home committee, the Transportation and Public Works Committee.

Attachment 1 - Public Works 2004 Work Plan

CC: John Moir, City Coordinator

**Public Works Department
Work Plan
2004**

Public Works Department

2004 Work Plan

Public Works 2004 Work Plan:

Objective: Peak performing, professional, proactive department, providing critical services to the City as a whole.

The department's work plan for 2004 is based on the outcomes and key initiatives developed through the Business Planning process. The 2003 – 2004 Public Works business planning process involved over 100 employees from all disciplines including laborers, drivers and operators to engineering technicians and senior management engineers. Labor unions were involved in all phases and there was ongoing communication to all Public Works employees.

Four business line teams were formed: Sewer and Water, Transportation, Solid Waste and Recycling and Internal Services. These groupings encouraged employees to explore alternative ways of delivering services outside of their traditional groupings. The business line teams were presented with outcomes developed by Public Works' management team:

The work plan is centered around the Outcomes from our Business Plan:

Operational & Financial Effectiveness:

- Management of our financial resources results in cost effective, competitive services
- Quality public works services are provided in the most efficient ways possible
- Quality public infrastructure is built, maintained and operated in the most efficient way possible
- Establish a meaningful and efficient, effective balance between centralization and decentralization of customer activities.

Workforce Effectiveness:

- Clear alignment between responsibilities and authority
- Our workforce is highly qualified, flexible, diverse and respectful
- Our working environment is healthy and safe
- The Department of Public Works attracts and retains quality employees

Customer Satisfaction:

- Customers' service level expectations are provided
- We are transparent, open, easily accessible and responsive to customer needs
- We achieve partnerships with our customers and other agencies

One result of the process was the identification of key department-wide initiatives. These initiatives evolved from the teams as they identified the major obstacles for achieving the Department's desired business outcomes.

Tackling the initiatives outlined below is critical in meeting the regulatory, asset management and customer service responsibilities of Public Works.

I am committed to taking on these challenges. I hope for support from the City's leadership and cooperation from the City's management support departments.

2004 Initiatives

1. **Initiative 1: Customer Response Improvement** – This project embarks on a Public Works department-wide pilot dealing with Constituent Relationship Management (CRM), and is being done in conjunction with BIS, MECC and the Mayor's Office. As part of this pilot we are gathering data regarding business services (current and future) that require the tracking of information and workflow (within and outside of our department). This data will be used for in-depth business process analysis. In addition, the results will also be used as business requirements for a CRM Request for Proposal.

Resource implications:

As a result of the pilot project we will have a number of examples of how constituent and internal requests for service or information can be tracked on the selected CRM system. Once the new system is selected, the next steps in the CRM initiative will be to identify and map how other requests for service or information can be entered onto the new system, and to do the system setup required. We are assuming that the City's roll out process identified by BIS will include assistance to us for business analysis and system setup. We will be able to identify Public Works resources required in detail, as the roll out plan is developed. Additionally, we are assuming that the computer system and access costs will be dealt with as part of the City roll out.

However, we do have some preliminary estimates of required Public Works resource needs of the full CRM project, in order to reach a successful implementation. We anticipate that the CRM project will require about 1,900 hours of Public Works staff time in 2004, spread out over 61 individuals including the project manager. We also expect that about 190 employees will need the CRM software on their workstations, requiring about 63 concurrent software seats. There will also be an ongoing administration and maintenance effort for the Public Works Department after the CRM implementation. This requirement will be known in more detail after the CRM vendor is chosen.

Schedule: The current known schedule for the CRM project is as follows:

- | | |
|---|-------------------|
| • RFP issued to possible respondents | December 2003 |
| • RFP proposals due back to City | January 22, 2004 |
| • Vendor selection | February 13, 2004 |
| • Begin pilot project implementation | March 1, 2004 |
| • Complete full Public Works implementation rollout | December 2004 |

Public Works Milestones:

- By May 2004 we should be able to log approximately 80% of all calls from the public coming into Public Works, who the resolver was, and when the issue was resolved.
- By August 2004 all of the Public Works general phone answer takers should have the CRM software installed, with 100% of calls logged that will be tracked on the system.

2. **Initiative 2: One Stop/Development Review Center** - The City would like to achieve "one stop" development review. Public Works is reviewing, documenting, and analyzing those activities we are responsible for in the current development process. These activities are in the area of site-plan-review and other permits issued by the Department. Public Works is listing requirements, identifying the governing authority and documenting possible process improvements. Public Works is also cataloging all of its permits issued, both those part of the City's development process and those independent of the development process. Each permit type will be analyzed to determine if it can be issued and tracked through KIVA. This data collection will help identify Public Works' role in the "one stop" project and assist in its implementation. It will also be used to identify streamlining options, improve the workflow processes and future automation efforts.

In addition to the reviews we do and permits we issue for development, Public Works performs other regulatory functions. Concurrently with our development-related process review and permit analysis, we will be putting in place a systemized way of tracking the number and time required for all the permits we issue.

Resource implications:

Public Works has staff experts from all levels of the department involved in seven of the Development Workflow Project work teams. The project is identifying in detail the processes and how the different departments' roles are integrated. The project is moving forward assuming that the primary data repository will be KIVA. At this time, Public Works personnel do not access KIVA. Resources required for setup and ongoing costs for the required connections remains to be addressed.

Schedule: Public Works will be making recommendations for process improvements as the analysis work continues. The analysis of Public Works permits will begin in December 2003 and is scheduled to be complete by February 2004. If it is determined that any of those permits can be issued and tracked on KIVA, setup and training will begin in the second quarter 2004. The documentation and identifications of the workflows should be complete by the 2nd quarter of 2004. The complete CPED-Development Workflow System is scheduled to be implemented in the 4th quarter of 2005.

Public Works Milestones:

- By February 2004 we will complete the analysis of Public Works permits.
- By June 2004 we will develop a base line of permits issued and the average time to issue and process those permits.

3. **Initiative 3: Asset Management** – The purpose of this new initiative is to upgrade the Department's various asset management systems so that all business units have access to asset management tools that provide minimum business functionality. Because the Department does face considerable financial pressure, a desired outcome would be to

leverage one or more existing systems in providing standard capabilities to all as a means of containing costs.

Another desired outcome entails identifying standards for minimum functionality that improve all business units' capabilities in project management, work order management, cost accounting and asset inventorying – no business unit should experience any diminution of asset management capabilities as a result of developing and deploying minimum system standards for functionality.

Implementation of the selected solution should save the Department significant money by improving how assets are managed. Cost savings should result from streamlined processes, more effective work scheduling, better asset utilization and longevity, lowered inventory costs and increased leverage of warranties.

The implemented solution should integrate with other City tools as a means of keeping costs low by leveraging existing resources/information. Integration would help avoid duplicated efforts and eliminate redundancies, especially in financial and personnel management. Integration would also improve inter-departmental relationships and knowledge about respective roles, responsibilities, and capabilities.

Enterprise asset management encompasses many functions across the entire Department. This new initiative would focus on four specific areas of asset management within Public Works: project management; work order management; cost accounting; and asset inventory/condition.

While the initiative would focus on four specific areas of asset management, consideration will be given to other areas of asset management affected by changes in one or more of these four areas. For example, crew assignments and scheduling are significantly impacted by work order management and project management. In turn, cost accounting is significantly impacted by crew assignments and scheduling. The project will identify impacts and interfaces with other aspects of enterprise-wide asset management.

Resource implications:

Our business planning process thus far has identified the major component groups of activities/systems that make up asset management. We have begun to identify the specifics of how these activity/system groups interact with each other. Some of the other component groups are City enterprise systems. With the decision to start on the groups related to work-order management, project management, and cost calculation, our next step is to identify the details of the types of information needed for these areas and cross-reference those data types with information kept of other systems. We will identify the information required to perform our core business processes by documenting business requirements, including performance information and reporting needs. Next, we will evaluate our existing systems against these comprehensive, standardized business requirements to determine if existing systems are appropriate for wider use within the department. Included in that analysis will be analysis of critical interfaces with enterprise systems like FISCOL, HRIS, PEIRS, and the data warehouse.

We have started conversations with Finance and BIS about this initiative, and are exploring resources those departments will have available to assist us. Following those discussions, we will be able to quantify better the dollar resources needed for consultant help. Once we

gain consensus on this phased approach and better identify resources required, we will develop a more detailed work plan.

Schedule: Implementation strategies will be developed in 2004.

Public Works Milestones:

By September 2004, our goal is to have a functioning project management system/processes in place.

4. **Initiative 4: Transportation Revenue** - The budget reduction in the transportation field over the past years has created a deficit in infrastructure maintenance, especially in the transportation areas. In 2003, preliminary research was done in finding resources to address these financial concerns. This project will take that research and identify options for increasing revenues.

Resource implications and schedule:

When the City decides which mechanism, if any, it will pursue to diversify its revenue sources by creating a transportation funding stream, the pre-planning, development of options, and implementation of that mechanism will need to occur. We are planning for that to happen in 2004. This initiative has been discussed by the elected officials and was identified in the Mayor's recommended budget, but sufficient information is not available at this time to make a realistic estimate of the resources required. This resource issue will be addressed in 2004 as the City makes more decisions on the direction it will follow.

Public Works Milestones:

By February 2004 we will schedule a work session with the elected officials to outline alternatives for transportation revenues. The session will follow up on the information requested at our previous study session.

By June 2004 we will make recommendations for development of implementation steps for the chosen alternative.

5. **Initiative 5: Organizational Roles and Responsibilities** - as the Department has evolved, the roles and responsibilities among several divisions have blurred. In addition, as budgets have been reduced, it is critical that divisions reassess the services they are providing for efficiency or streamlining purposes. This project takes a critical look at the roles and responsibilities of each division to clarify, streamline and improve the service systems. Initial focus is on those divisions providing transportation services.

Resource implications:

This process may lead to organizational changes such as modifications to individual position responsibilities, which in turn could lead to reclassifications, re-titling of positions or other adjustments between divisions in Public Works.

Schedule: Public Works has begun identifying the tasks and the work unit responsible for key processes in the Transportation Business Line. This work is projected to be completed the 1st quarter of 2004. The work on the other three business lines will be completed during the 3rd quarter of 2004.

2004 Budget:

Identifying the resources to accomplish our initiatives is a major challenge. The City's budget process, based on the five-year financial plan, expects departments to reallocate within current service level to accomplish their initiatives. The Public Works business plan identified many initiatives. Our business planning process prioritized the department-wide initiatives and the business line initiatives. The department-wide initiatives we plan to focus on in 2004 are listed above. Each of those initiatives involves numerous components. We are in the process of finalizing the scope of each of the components and developing implementation plans; our approach is outlined in the descriptions of the initiatives above.

The nature of the bulk of the work involved for our initiatives is person time. We have three sources for the time, reallocation of the work from our existing staff, adding new personnel, and hiring consultant assistance. The management of the reallocation process for employees involves balancing many individuals' responsibilities between their current duties and the new initiatives. Additionally, to reallocate dollars for consultant services, we must manage the balance between dollars allocated for delivery of our services against the need for the improvements our initiative will deliver. One example of the reallocation decisions we are making is the pre-planning, development of options, and implementation steps for our asset management and transportation revenue initiatives. Another example is how we will reallocate duties to do the ongoing transportation planning component of our organizational roles and responsibilities initiative.

2004 Workforce Development

The business planning process identified three major areas of focus for 2004:

- ❑ **Workforce Flexibility** – this effort is intended to simplify the labor contracts to reduce administrative costs and increase work assignment flexibility. This year's contract negotiations will be the focus of this effort.
- ❑ **Balanced Workforce** – the goal of this effort is to explore options for achieving a year-round workforce. Currently, a portion of the laborer workforce is laid off during the winter months when the construction season ends and is brought back in the spring. The workforce is sized to the summer construction months. This project will re-evaluate how the workforce should be sized for the construction season. One option will be to study the implications of sizing the workforce to the winter months.
- ❑ **Training & Professional Development** – efforts in 2004 will focus on retention and building the capacity of our existing employees:
 - **Mentoring:** Public Works plans to develop a mentoring program to facilitate professional development and upward mobility. A mentoring program will also promote internal communication and provide employees with an additional support network.
 - Efforts will focus on increasing training opportunities for all employees. The department will set the expectation that **Personal Development Plans** will be established for all employees and we will develop an **overall, department-wide training plan**. We recognize that in order to achieve a flexible and balanced workforce, ongoing skill-building and professional development needs to be enhanced in the Department.

- An emphasis will be placed on improving **management skills** including employee performance management and project management, as well as improving customer service.
- **Specialized training programs** or workshops will be held for employees interested in continuing their education and advancing their careers in Public Works.

While the above three areas will be the focus of our workforce development plan, the Department will continue its successful recruiting and outreach efforts. The Department continues to work with the University of Minnesota, Minneapolis Public Schools and other organizations to expose students to careers in Public Works and highlight educational opportunities in engineering and technology.

In addition to improved recruiting, these outreach activities have a positive effect on our employees and department work units. Employees from various backgrounds and job titles in Public Works enjoy the opportunity to share their expertise with students and to network with others in the department. Through these efforts, we promote City services and jobs, reinforce the value of diversity in Public Works and discover new ways to connect with Minneapolis communities.

Request for support

This plan is aggressive and wide in scope. The plan requires support from the City Council and Mayor along with assistance from the City's management support departments, specifically in the following areas:

- Assurance of financial support
- Effective Human Resources support
- Financial resources
- Support for the cultural change

Submitted to Transportation & Public Works Committee
by Klara A. Fabry, P.E.
Director of Public Works
December 2, 2003